

31 May 1977

RECOMMENDATIONS MADE

1. Set up a small office of Personnel Policy under the DDCI to establish overall personnel policy, monitor adherence, and handle career management of employees:

GS-14 and above; on rotational assignments;  
on detail to other agencies

and directed by an individual appointed from outside the Agency.

2. Make promotions of lower grade professionals more competitive to reduce the GS 14/15 bottleneck/bulge.
3. Reduce the number of managerial positions and layers to make room for specialists (persons not motivated for management careers but possessing special skills) at higher grades.
4. Relax time-in-grade standards for promotion.
5. Shift responsibility for job specification/grade level definition from Position Management and Classification to the local manager.
6. Expand use of Civil Service Commission practice of the double-jump promotion at the lower professional grades.
7. Reinstitute/formalize a three year trial/probationary period for all newly hired employees.
8. Disseminate more widely career-planning data, especially regarding ceilings, promotion rates, etc.
9. Examine the possibility of setting up distinct panels involved in evaluation and career planning for employee pool (GS 14/15) from which future supergrades will be drawn.
10. Examine the desirability of developing procedures for disposition/handling of the lowest-rated employees.

-2-

11. Examine the desirability of using closed-circuit TV/video-taped presentations for the DCI to communicate better with Agency personnel.
12. Include recognition of recent Agency accomplishments in the Notes From The Director.
13. Reach out personally to Agency employees, e.g., walk-through tours of offices; receive personalized presentations by individuals.
14. DCI lunch with employees occasionally.
15. Prepare comprehensive package of recommendations on personnel promotion and specifically how to improve personnel flow (assigned by DCI to DDA MAG).